

# Arcadia Group Plc

## Estate and Facility Management Strategy Review

### The Brief

Until the integration of the company into the BHS Group, Arcadia Group plc was the UK's largest retail operator. The Group represented twenty-four different brands including Top Shop, Burton, Racing Green and Dorothy Perkins. The portfolio included 2,800 retail outlets and 200,000m<sup>2</sup> of office and support facilities. Arcadia Group had experienced rapid growth over a short period of time. Acquisitions had resulted in the duplication of facilities across the various divisions.

The accommodation property portfolio had not been fully detailed and analysed. The ability to determine and forecast the needs of the business in terms of property and support services was limited.



### Services Provided

- Development of estates and FM operational strategy
- Remodelling organisational structure
- Definition of service level agreements and performance monitoring
- Procurement services
- Project briefing
- Project management

### Our Approach

Forward Consulting was appointed to undertake a strategic review of the existing accommodation and facilities management service provision across the divisions of Arcadia. A number of unique data collection techniques designed by Forward Group was used to analyse the information. Each property was analysed according to the following criteria:

- Usable space
- Location
- Condition assessment
- Services capability
- Value
- Key adjacencies
- FM services provision

### The Results

The final report enabled a multi-faceted understanding of the current portfolio that informed any future decisions made by the business that would impact on the operational management of the property. The report was also essential in identifying the departments that were a crucial link with the retail operations.

Subsequent to this initial strategic study, Forward Consulting was employed to implement the recommendations for accommodation planning and the procurement of facilities services. This resulted in an annual saving of £10m of operating costs and a rationalisation of the estate by some 15%, whilst ensuring that future growth would be absorbed within the existing portfolio.

# FORWARD

GROUP

- Aviation
- PFI
- Built environment